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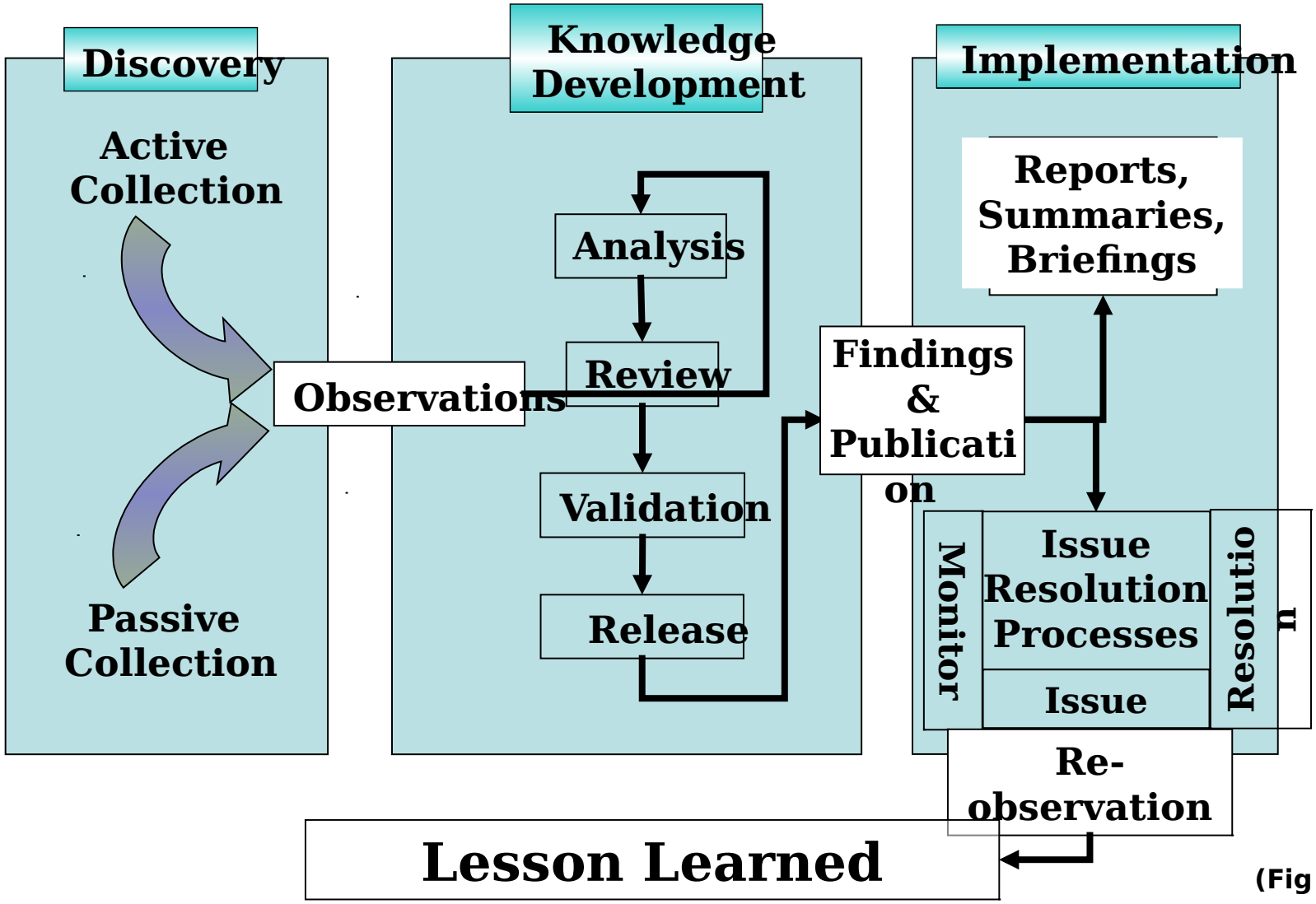
Joint Lesson Learned Program

Process Overview



(Fig A-2)

JLLP Definitions

Observation:

Candidate lesson that has not yet been validated and approved by the JLLP. Observations contain sufficient factual and contextual information to support validation and analysis. (GL,II)

Finding:

Concise statement summarizing a capability to be sustained, improved or developed, or a deficiency requiring corrective action. (GL,II)

Issue:

Negative finding indicating a deficiency or problem that precludes performance to standard and required resolution. (GL,II)

Lesson Learned:

Results of an evaluation or observation of an implemented corrective action that produced an improved performance or increased capability. Also, results of an evaluation or observation of a positive finding that does not require corrective action other

JLLP Definitions

Active (Direct) Collection:

Conducted on-scene through direct observation, interviews, surveys and collection of focused information. (GL,II)

Passive (Indirect) Collection:

Information from outside sources generally consisting of reports, all-source collection, and external inputs. Not limited by time, location, personnel training or event. (GL,II)

Discovery Phase

All active collection activities within an AOR will be coordinated with and approved by the supported command before deployment and throughout the collection activities to minimize disruption and to support requirements imposed on the supported command. (A,1,b,(2),(a),6,c)

As part of this request, the active collection team and its higher headquarters will acknowledge the collection team's change in tactical control to the supported command. (A,1,b,(2),(a),6,c)

As such, combatant commands have approval authority for and tactical control of all lessons learned teams operating within their AOR. This authority may be exercised through subordinate joint force commanders, Service or functional component commanders. (A,1,b,(2),(b))

Discovery Phase

These on-site active collectors have the capability to perform initial analysis of collected data and provide direct and immediate feedback to the commander on their initial observations (GL,II)

As such, data collected while deployed remains the property of the supported command and may be removed from the AOR only with the consent of the supported command commander (B,5,a)

Participants should look for creative ways to share information while staying within the intent and guidance of the local commands. (A,2,c,(2))

Discovery Phase

There are three different methods to get an externally-generated active collection team within a combatant command:

- **The Chairman of the Joint Chiefs of Staff or the Secretary of Defense may direct establishment of an active collection team**
- **A combatant command may request active collection team support**
- **A lessons learned organization may request permission from the supported command to establish an active collection team**

(A,1,b,(2),(c))

Knowledge Development Phase

Knowledge development consists of analytic and review activities necessary to convert observations into validated findings.

The output from the knowledge development phase are validated findings.

Every effort must be made to ensure that observations, findings and recommendations are shared as widely as possible even if selected elements are deleted or withheld.

(A,1,b,(3))

Implementation Phase

Implementation consists of publishing validated and released findings designed to modify behavior, support issue resolution, provide contextual information for planning and serve as material for additional research and analysis. (A,1,b,(4))

Published information can be purged of references that could identify specific units or personnel. Identification of units and personnel by "type" or "function" is often preferred. (A,1,b,(4),(a))

Exceptions to this policy are permissible when specifically approved by the

Implementation Phase

All findings with joint implications will be submitted to USJFCOM for additional analysis and possible integration with other findings.

Forward JLLP published findings characterized as issues or deficiencies to one or more of the joint issue resolution venues:

- **Local issue resolution programs**
- **Joint Rapid Acquisition Cell**
- **Doctrine, Organization, Training, Material, Leadership, Personnel, and Facilitites Change Recommendations (DCRs)** **(A,1,b,(4),(b))**

Other DOD/non-DOD Organizations

All participants in the JLLP should follow the policies and guidance in CJCSI 3150.25

CJCSI does not direct CSAs and DOD components to participate in the JLLP but does encourage participation

The JLLP helps answer the questions

- **What happened?**
- **Why did it happen?**
- **How can it be done better?**
- **Who else needs to know?**
- **How can I get it to them?**

Backups

Active (Direct) Collection

Specific activities to collect information on focused operations, training events, exercises or experiments and is conducted on-scene to include:

- **Direct observations**
- **Interviews**
- **Surveys**
- **Collection of information focused on the event vice general collection of all information**

Collection Teams have the ability to:

- **Perform initial analysis of collected data**
- **Provide direct and immediate feedback to the commander**

(A,1,b,(2),(a))

Passive (Indirect) Collection

Collecting information from outside sources generally focused in three information classes:

- **After-action reports**
- **All-source information**
- **Individual inputs from participants and trainers**

Intended to serve as a mechanism for gathering inputs from any source, at any time, from any location on any joint issue

Broad approach to uncover potential issues or trends not otherwise obvious

(A,1,b,(2),(d))

Supporting Command

A commander who provides augmentation forces or other support to a supported commander or who develops a supporting plan. Includes the designated combatant commands and Defense agencies as appropriate.

In the context of a support command relationship, the commander who aids, protects, complements, or sustains another commander's force, and who is responsible for providing the assistance required by the supported commander.

(Joint Pub 1-02)

Supported Command

The commander having primary responsibility for all aspects of a task assigned by the Joint Strategic Capabilities Plan or other joint operation planning authority. In the context of joint operation planning, this term refers to the commander who prepares operation plans or operation orders in response to requirements of the Chairman of the Joint Chiefs of Staff.

In the context of a support command relationship, the commander who receives assistance from another commander's force or capabilities, and who is responsible for ensuring that the supporting commander understands the assistance required.

(Joint Pub 1-02)

Tactical Control (TACON)

Command authority over assigned or attached forces or commands, or military capability or forces made available for tasking, that is limited to the detailed direction and control of movements or maneuvers within the operational area necessary to accomplish missions or tasks assigned.

Tactical control is inherent in operational control. Tactical control may be delegated to, and exercised at any level at or below the level of combatant command.

When forces are transferred between combatant commands, the command relationship the gaining commander will exercise (and the losing commander will relinquish) over these forces must be specified by the Secretary of Defense.

(Joint Pub 1-02)

Tactical control provides sufficient authority for